



**State of Delaware
Office of Management and Budget
Human Resource Management**

A Summary of the

**State of Delaware
Workforce for
Fiscal Year 2006**

March 2007

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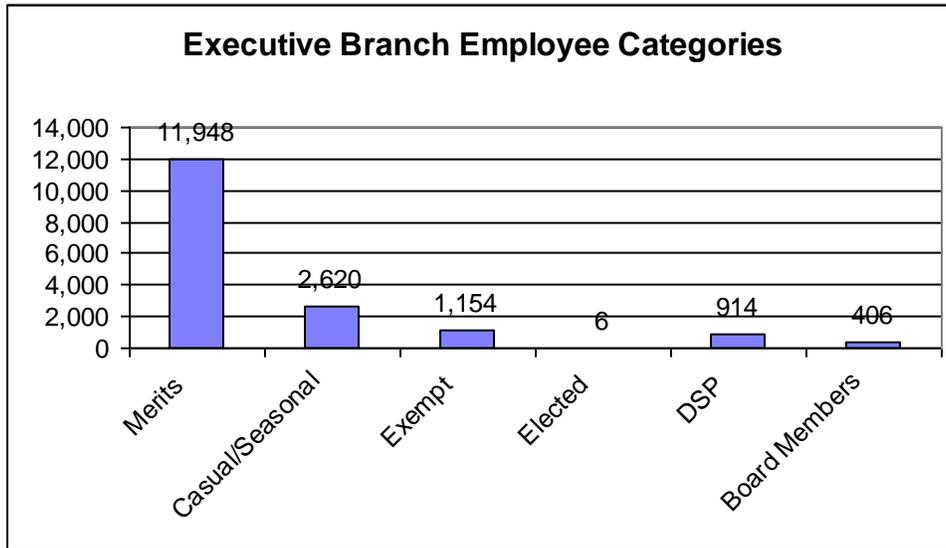
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2006 Workforce Fast Facts (Full-time classified employees)

# Employees	11,948
# Retired	360
# New Hires	847
# Promotions	991
# Transfers	1,164
# Demotions	61

Overview

Delaware state government employs approximately 17,000 employees in the Executive Branch. This number represents many categories of employees (Merit, casual/seasonal, Commission & Board Members, Appointed/Exempt, and Elected Officials) working in all State agencies, including Delaware State Police, Delaware Economic Development Office, and the Department of Technology & Information.



There are 11,948 full-time “classified” or “Merit” employees and an additional 5,100 employees in part-time, temporary, elected, exempt, or “unclassified” positions. This report focuses on the demographics of only full-time classified employees, hereinafter referred to as "state employees."

This report was prepared to summarize the State of Delaware's current workforce as of June 30, 2006. The demographics in this report – a statistical snapshot -- illustrate where we are now.

State of Delaware Workforce Demographics

The number of state employees, both Merit and non-Merit, by Agency, in 2006:

Agency	Total Classified	%	Total Unclassified	%	Total Count
Office of Management and Budget	348	76	112	24	460
DE Economic Development Office	0	0	43	100	43
Technology and Information	0	0	205	100	205
Auditor of Accounts	27	84	5	16	32
Insurance Commissioner	63	83	13	17	76
State Treasurer	20	77	6	23	26
Attorney General	1	01	390	99	391
Public Defender	0	0	142	100	142
State	328	44	423	56	751
Finance	257	77	77	23	334
Health and Social Services	4,199	84	786	16	4,985
Services for Children, Youth & Families	1,170	88	161	12	1,331
Correction	2,323	95	117	5	2,440
Nat. Resources & Environmental Control	718	52	666	48	1,384
Safety and Homeland Security *	171	74	59	26	230
Transportation	1,630	81	370	18	2,000
Labor	398	85	70	15	468
Agriculture	118	62	73	38	291
Elections	43	28	113	72	156
Criminal Justice Council	15	60	10	40	25
State Housing Authority	32	97	1	3	33
State Fire Marshall	52	78	15	22	67
State Fire School	18	8	212	92	230
DE Health Care Commission	1	25	3	75	4
DE Criminal Justice Information System	11	79	3	21	14
Board of Parole	5	45	6	55	11

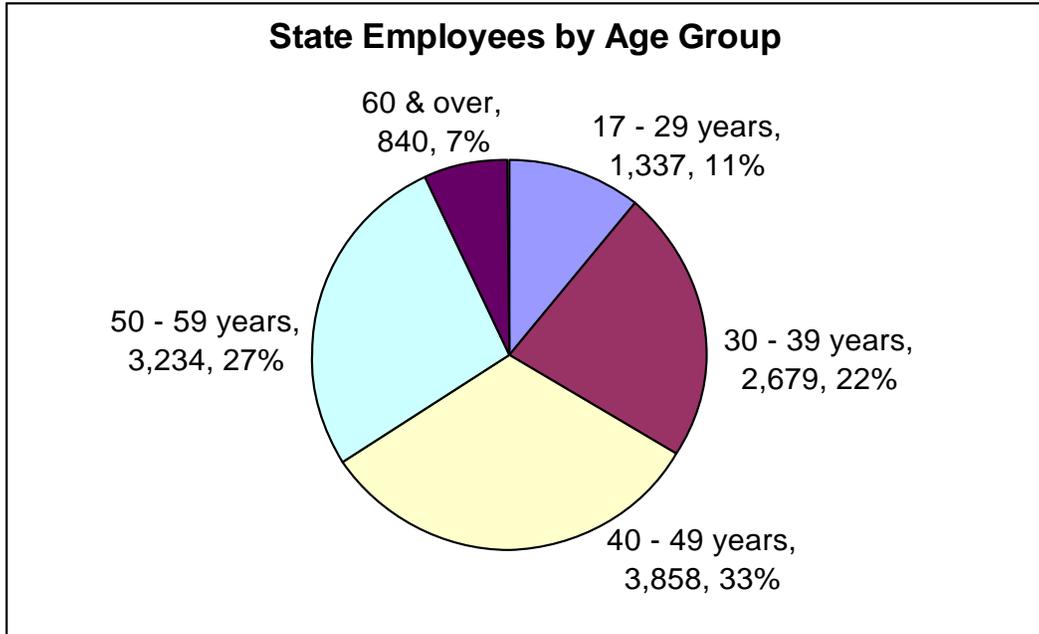
* Excludes Delaware State Police

The composition of state employees generally mirrors that of Delaware's civilian labor force, with women having the higher labor force participation rate in State government. The average age of state employees is 44 years old; the average annual salary is \$37,913.00; and the average length of service is 11 years.

Age

The average age of a state employee is 44 years old, which is a full year younger than the 2005 average. The median age for state employees in 2006 was 45. The median age is the age at which half of the labor force is younger and half of the labor force is older.

The chart below illustrates state employees by the various age groups.

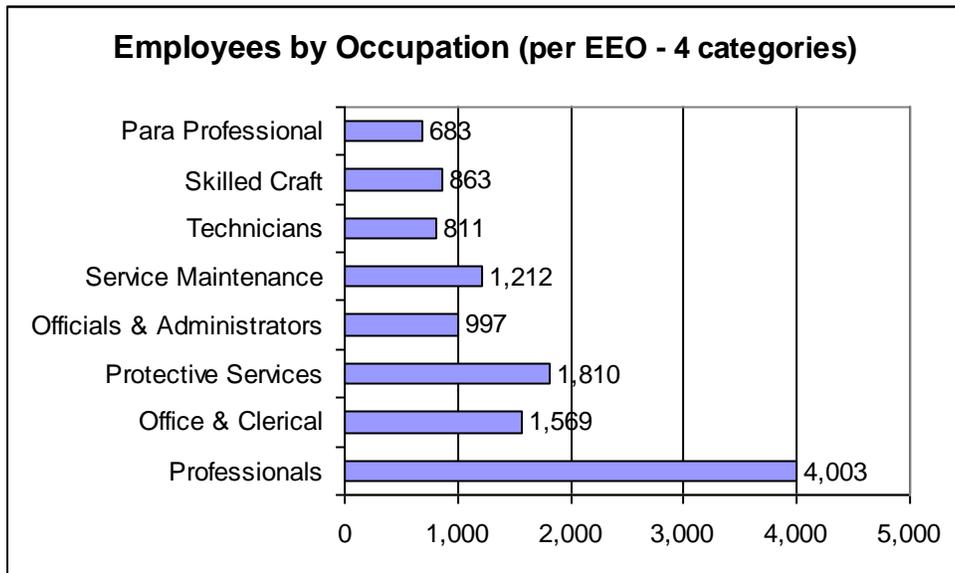


Average age of state employees, by Agency, in 2006:

Office of Management and Budget	44
Criminal Justice Council	42
DE State Housing Authority	46
Auditor of Accounts	44
Insurance Commissioner	48
State Treasurer	43
State	47
Finance	47
Health and Social Services	46
Services for Children, Youth & Families	42
Correction	41
Natural Resources & Environmental Control	44
Safety & Homeland Security	44
Transportation	44
Labor	47
Agriculture	47
Elections	45
State Fire Marshal	46
State Fire School	44
DE Criminal Justice Information System	43

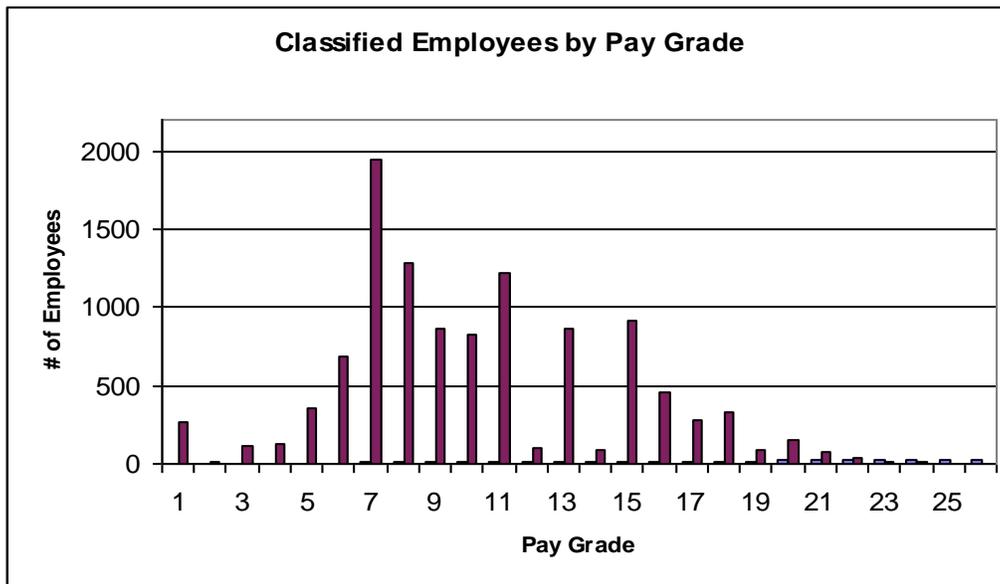
*Agencies with less than 10 employees not included separately.

The majority of state employees are female and work in professional positions.



These statistics indicate that many current state employees possess a high level of skill and experience and a strong commitment to providing effective services to the public.

Compensation



The average base salary for state employees in 2006 was \$37,873, a 5.7% increase over 2005. The average fringe benefit cost per state employee was \$16,486, which is a 27% increase from 2005. [It is significant to note the fringe benefit cost as the benefits available to state employees are a source of competitive advantage compared to the benefits provided by many other employers throughout the state.]

State employees' salaries are determined by position pay grade. Each position is classified within a 26 grade pay system for those full-time employees working either a 37.5 or a 40-hour workweek. [See Appendix A for 2006 Pay Tables]

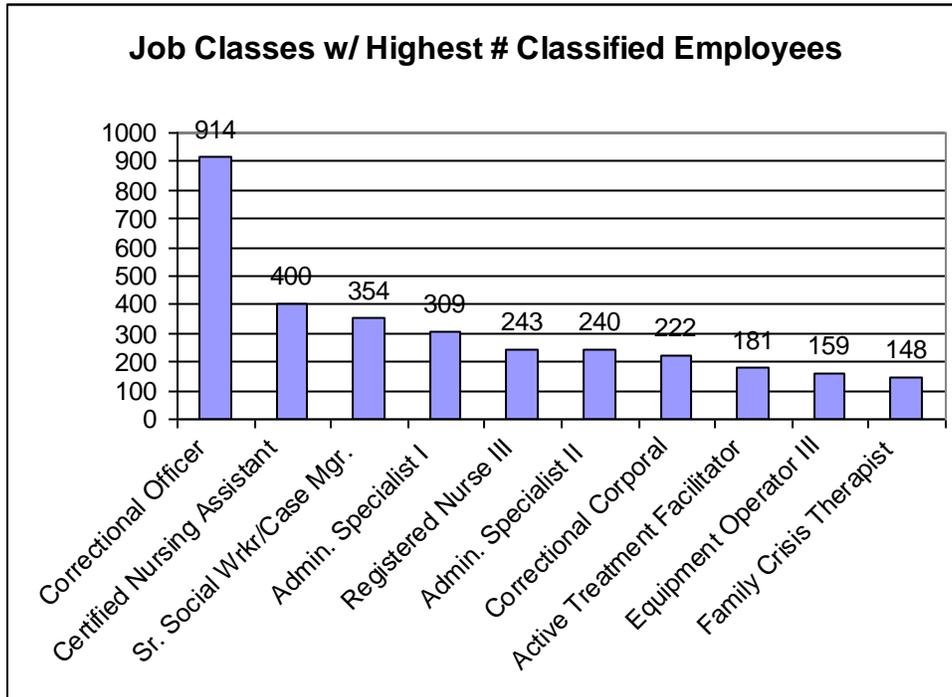
As illustrated in the graph above, the highest number of employees are classified within pay grade 7, which accounts for 1,945 employees, and includes occupations such as Correctional Officer, Certified Nursing Assistant, Administrative Specialist I, Youth Rehabilitation Counselor I, and Motor Vehicle Special II.

The second highest number of employees, 1,290, are in pay grade 8 and includes such positions as Administrative Specialist II, Correctional Corporal, Accounting Specialist, Conservation Technician III, Licensed Practical Nurse I, and Senior Motor Vehicle Specialist.

There are 1,225 employees in pay grade 11, which has the third highest number of state employees. Positions such as Senior Social Worker/Case Manager, Psychiatric Social Worker II, Probation and Parole Officer II, Correctional Lieutenant, Senior Family Services Specialist, and Senior Accountant are within this pay grade.

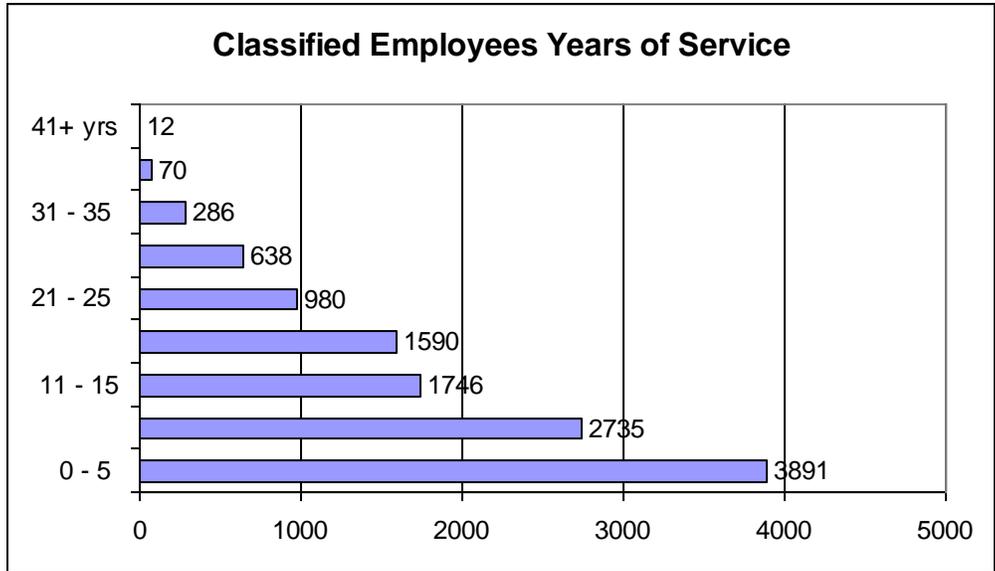
The fourth largest number of employees are in pay grade 15 positions. Occupations in pay grade 15 include Registered Nurse III, Human Resources Specialist III, Tax Auditor II, Telecommunications Network Technician III, Analytical Chemist III, Environmental Scientist II, and Correctional Captain.

The graph below shows the top ten job classifications having the greatest number of state employees.



Years of Service

The graph below summarizes the years in service of our current workforce. Approximately 33% of state employees have five or less years service; 23% have 6 to 10 years service; 15% have 11 to 15 years service; 13% have 16 to 20 years service; 8% have 21 to 25 years service; 5% have 26 to 30 years service; 2% have 31 to 35 years service; 1% have between 36 and 40 years service; and less than 1% have 41 or more years service.



Average years service for state employees by Agency, in 2006, is:

Office of Management and Budget	12
Criminal Justice Council	13
DE State Housing Authority	15
Auditor of Accounts	10
Insurance Commissioner	11
State Treasurer	13
State	13
Finance	15
Health and Social Services	11
Services for Children, Youth & Families	10
Correction	10
Natural Resources & Environmental Control	12
Safety & Homeland Security	9
Transportation	11
Labor	12
Agriculture	15
Elections	8
State Fire Marshal	11
State Fire School	11
DE Criminal Justice Information System	14

Retirement Eligibility

State employees are eligible to receive a service pension with *any* of the following combination of years of service and age:

- 30 years of credited service at any age.
- 15 years of credited service at age 60.
- 5 years of credited service at age 62.

Additionally, state employees are eligible for a reduced pension:

- Service - at least 25 years of credited service at any age. (Pension will be reduced by 0.2% for each month under 30 years of creditable service.)
- Age - at least 15 years of credited service at age 55.* (Pension will be reduced 0.2% for each month under age 60 when employee retires.)

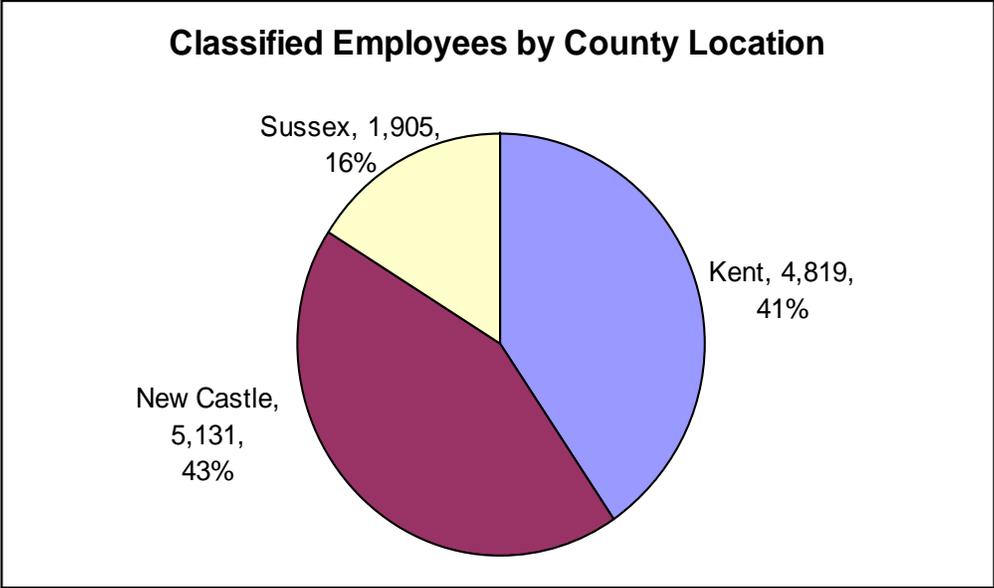
Thus, taking into account the varying combinations of years of service and age for pension eligibility, thousands of employees are eligible to retire now. Eligibility increases exponentially as evidenced by the following projections:

- 2,340 employees are eligible to retire within 1 year (19.6 %)
- 3,105 employees are eligible to retire within 3 years (26 %)
- 4,055 are eligible to retire within 5 years (34 %)

Baby Boomers began turning 60 in 2006. As more and more Baby Boomers reach retirement age, the impact of their retirements—potential loss of institutional memory and leadership gaps—will continue to grow. As state employees continue to age and be replaced by less experienced workers, the increasing complexity and continuity of service delivery may be particularly challenging.

Geographic Location

In 2006, the highest percentage of state employees (43 percent) worked in northern Delaware, New Castle County. The total number of employees was the same as in 2005, with 5,131. Sussex County, comprising southern Delaware, has 1,905 employees (18 percent), which represents a 2 percent increase over 2005 totals. Central Delaware, Kent County, again has the second largest percentage of state employees (41 percent) with 4,819.

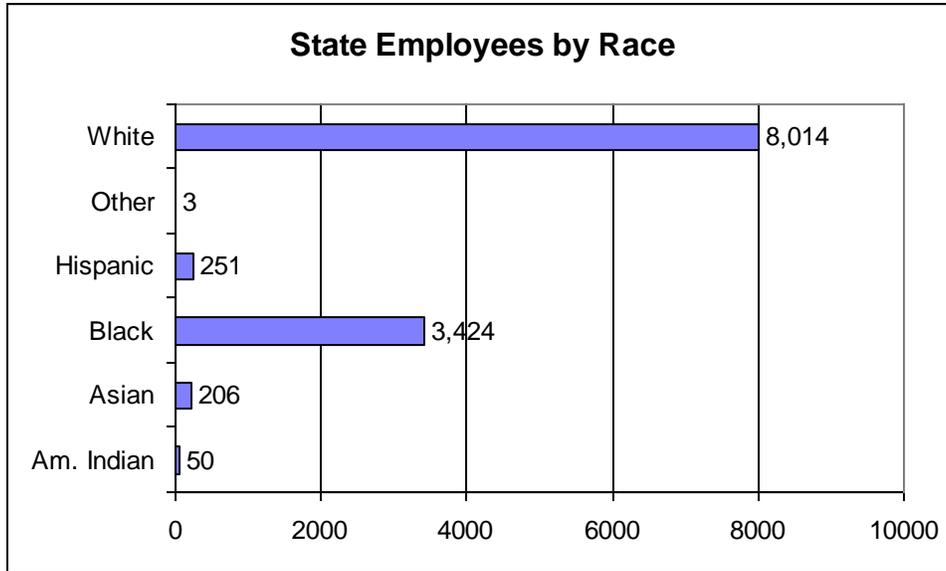


Ethnicity

Workforce data shows the following for state employees: 67% White, 29% Black, 2% Hispanic, 2% Asian and less than 1% each American Indian and “Other,” in 2006. As compared to 2005 data, the number of Black employees increased by 101, which is a 1 percent gain, while the percentage White employee population decreased overall by 1 percent. Within the State’s diverse workforce some problems remain with underrepresentation in specific occupations. The diversity issues are pressing because once the Baby Boom generation is replaced in the workforce, there will be fewer vacancies to work with for many years to come.

Workforce planning with targeted recruitment offers an opportunity to eliminate underrepresentation and expand the recruitment pool.

We expect these numbers to change somewhat as reflected in the changing demographics of the United States population.



Classified State Employees in Executive Branch Agencies

Agency	Employee Count	American Indian	%	Black	%	Asian	%	Hispanic	%	White	%
OMB	348	3	.9%	48	14%	7	2%	8	2%	82	81%
CJC	15	0	0.00%	4	27%	0	0.00%	0	0.00%	11	73%
DSHA	32	0	0.00%	3	9%	0	0.00%	1	3%	28	88%
Auditor	27	0	0.00%	1	4%	1	4%	0	0.00%	25	92%
Insurance	63	1	1%	9	14%	0	0.00%	1	1%	52	82%
Treasurer	20	0	0.00%	2	10%	1	5%	0	0.00%	17	85%
State	328	0	0.00%	52	16%	5	1%	3	.9%	267	81%
Finance	257	2	.7%	77	30%	4	1%	3	1%	171	66%
DHSS	4,199	25	.5%	1,577	37%	97	2%	113	13%	2,387	57%
SCYF	1,170	3	.2%	460	39%	13	1%	24	2%	668	57%
Correction	2,323	10	.4%	762	33%	21	.9%	45	2%	1,485	64%
DNREC	718	1	.1%	51	7%	21	3%	8	1%	637	89%
DSHS	171	2	1%	32	19%	4	2%	5	3%	128	74%
DOT	1,630	3	.1%	207	13%	27	2%	25	1%	1,368	83%
DOL	398	0	0.00%	117	29%	5	1%	12	3%	264	66%
Agriculture	118	0	0.00%	9	8%	0	0.00%	1	.8%	108	91%
Elections	43	0	0.00%	9	21%	0	0.00%	0	0.00%	34	79%
Fire Marshal	52	0	0.00%	2	4%	0	0.00%	0	0.00%	50	96%
Fire School	18	0	0.00%	0	0.00%	0	0.00%	0	0.00%	18	100%

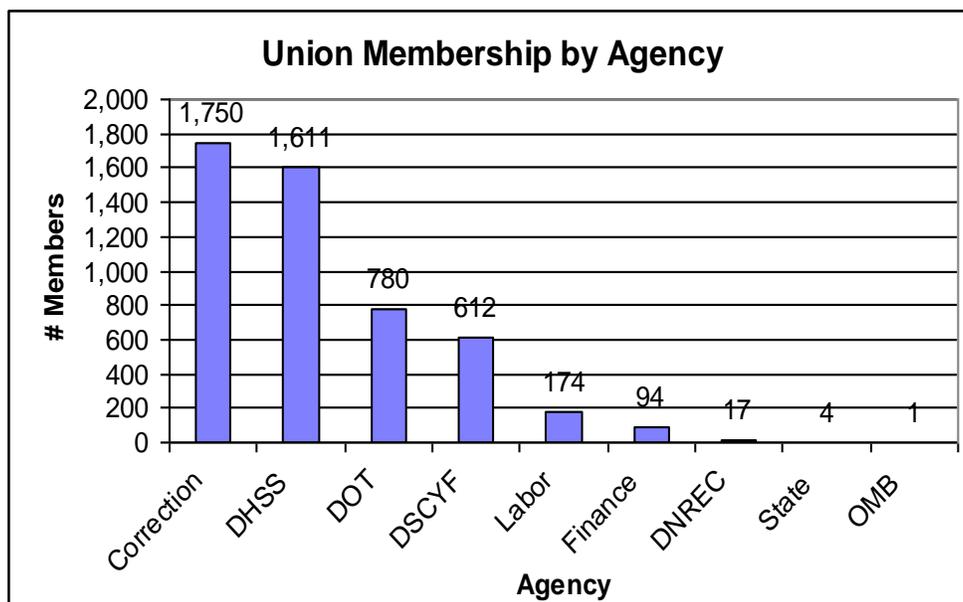
Labor Relations

There are 5,043* state employees, approximately 42 percent of the workforce, who are represented by various labor organizations serving as their exclusive bargaining representatives. This reflects the Mid-Atlantic region's strong public-sector unionization as all states in the Middle Atlantic reported union membership rates above the national average. *Number includes a small number of employees having dual employment whose secondary jobs are union-covered.

The majority of state employees are members of the American Federation of State, County and Municipal Employees (AFSCME). Other State employee unions include the Correctional Officers Association of Delaware (COAD), Laborer's International Union (LIU), and Delaware State Education Association (DSEA).

The Departments of Correction and Health & Social Services had the highest union membership with 1,750 and 1,611 members, respectively. The Department of Transportation had the third highest number, 780, followed by the Department of Services for Children, Youth and Their Families with 612. Department of Labor had 174 union members and Department of Finance, 94. The Department of Natural Resources and Environmental Control had 17 union members, the Department of State four and the Office of Management and Budget, one. (There are an additional 394 casual/seasonal employee union members in AFSCME, COAD, Communications Workers of America, Delaware State Education Association, and Delaware State Troopers Association.)

Among occupational groups, social services workers and protective service workers had the highest unionization rates.



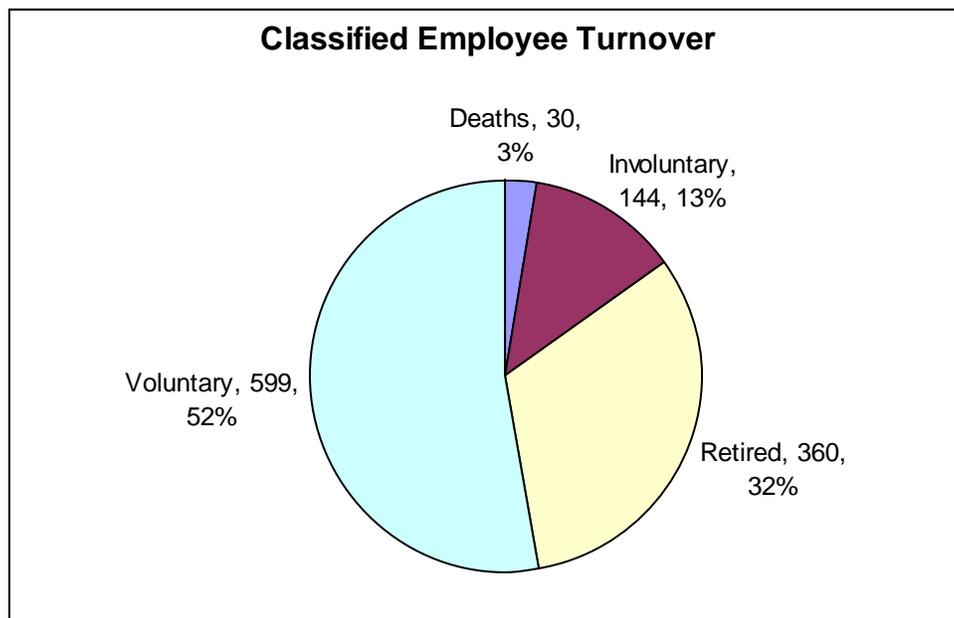
Union Representation Percentages by Gender and Ethnicity

	Gender		Ethnicity				
	Female	Male	Black	American Indian	Asian	Hispanic	White
% of Union Workforce	48%	52%	41%	< 1%	1%	2%	56%
% of Total Workforce	55%	45%	29%	< 1%	2%	2%	67%

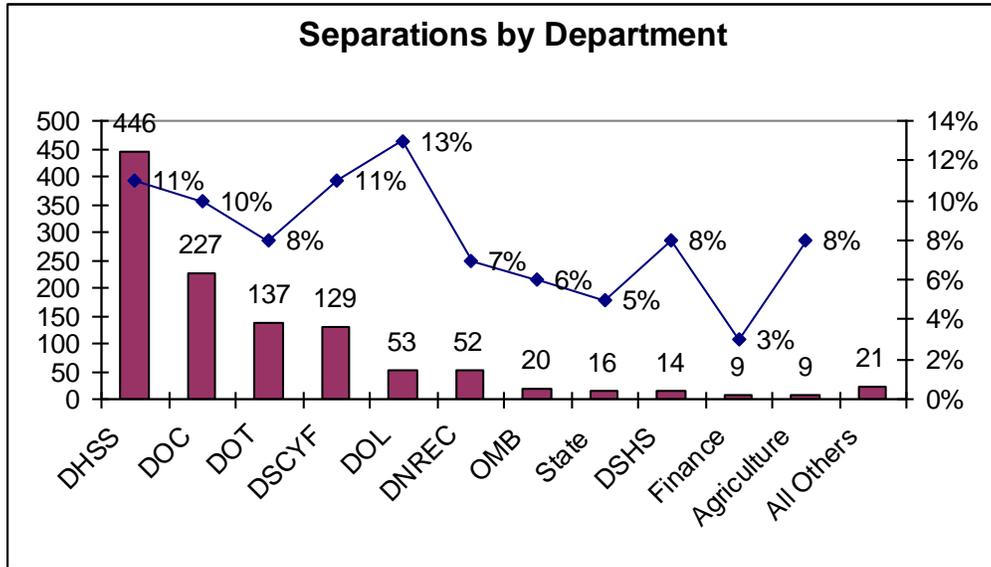
Turnover

The turnover rate is the ratio of the number of non-temporary employees that separated from State service during a given period to the average number of employees (headcount) during the period.

The overall turnover rate for 2006 was 9.4 percent. This represents a slight increase from the 9.3 percent turnover rate in fiscal year 2005. The total number of state employee separations was 1,133. This included voluntary resignations, involuntary separations, retirements, and deaths.



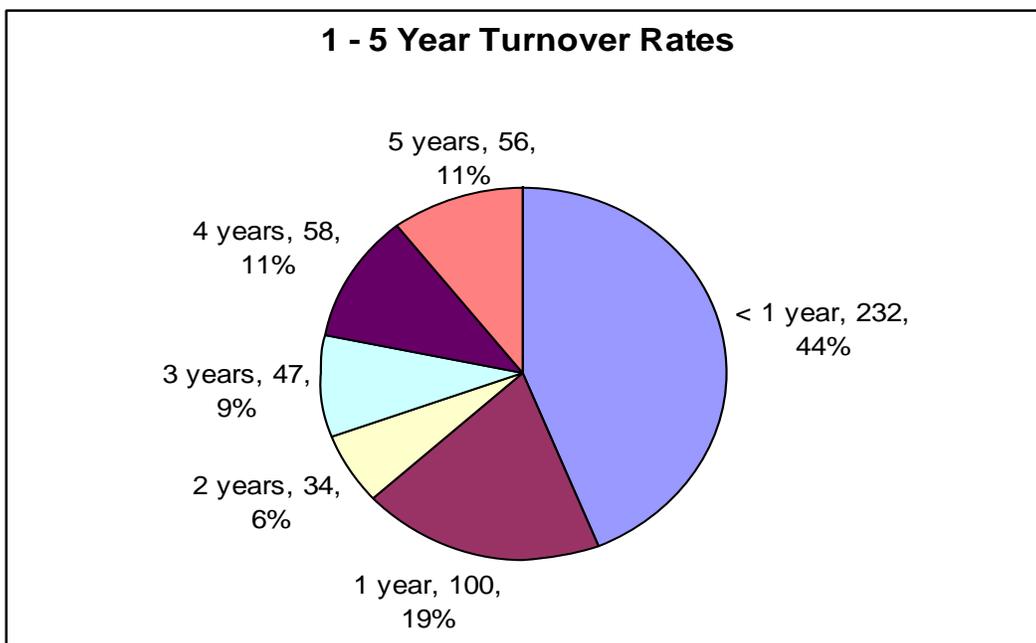
The graph below shows the Departments, from highest to lowest, experiencing the most employee separations along with the percentages representing the classified workforce.



Specifically, there were 599 voluntary separations, 144 involuntary separations, 360 retirements, and 30 deaths during the year.

Excluding retirements and deaths, there were 527 separations among state employees having 5 or less years of service, which constitutes 40% of the total turnover rate.

This number is significant in that more than half, or 332 employees, were recent hires (one year of service or less), which results in high recruitment costs and difficulty for state agencies to carry out their missions.



Turnover Category by Years of Service Statistics

Resignations
Avg. = 4 years 1 month

Dismissals
Avg. = 2 years 8 months

Retirements
Avg. = 22 years 6 months

Other Terminations
Avg. = 1 year 10 months

Turnover rates can vary significantly within specific agencies, job classes, or geographic locations. For example, the occupation with the highest number of separations was Correctional Officers, with 132 employees leaving State service. The second highest number was Administrative Specialists, 65, followed by Certified Nursing Assistants, 64, and Equipment Operators, 40.

Specific analysis of turnover causes for each agency and type of classification is recommended as turnover costs can be expensive. However, the costs associated with turnover are often difficult to estimate due to various factors such as the type of position being vacated, the salary of the new employee, whether a more experienced employee is hired, whether the employee leaving is an average performer or an excellent performer, the availability of internal applicants, and whether the position is filled or remains vacant.

Costs usually associated with turnover include training and orientation, recruitment and selection, leave payout, and lower productivity during the time a position is vacant and during the time the new employee is learning the job.

KEY FACTS and FINDINGS

In Delaware government:

The number of state employee retirements only slightly increased in 2006 as most State employees chose not to retire.

The number of state employee retirements was up only slightly in 2006 (an increase of 8 from 2005). Data indicated that 2,340 State employees were eligible to retire in fiscal year 2006. Taking into account the number of actual retirements, 360, this means that 1,980 State employees who were eligible to retire chose not to retire.

Average salaries for state employees have increased, but they remain below the average salaries of the civilian labor force in Delaware.

Average salaries for state employees have increased over the past several years. The average annual salary for state employees was \$34,817 in fiscal year 2006, compared with an average annual salary of \$46,471 for the civilian labor force in Delaware. While average salary may be a useful indicator, total compensation (which includes provided benefits such as pensions and health insurance) is likely a better indicator.

Occupational demands on selected jobs will affect the State's ability to recruit and retain state employees.

As occupational demands increase, the State will continue to face significant competition in recruiting and retaining employees for certain highly skilled and hard-to-recruit occupations such as nurses and correctional officers.

Recruitment and retention is a major challenge facing state government, and will remain so throughout the coming years as larger percentages of state employees become eligible to retire and the available labor pool continues to shrink.

The demographics in this report are just a beginning. There are self-service tools available to allow agencies to examine trends to look toward the future, plan ahead, and prevent surprises. Agencies can anticipate future staffing needs by assessing the number of employees approaching retirement, turnover rates, programs that are growing or diminishing in importance, and areas that are being affected by technology changes.

Comparing Delaware to Contiguous States

Maximum Days of Annual Leave Earned Annually

<i>Delaware</i>	21
<i>New Jersey</i>	25
<i>Pennsylvania</i>	26
<i>Maryland</i>	25

Number of Days of Sick Leave Earned Annually

<i>Maryland</i>	15
<i>Pennsylvania</i>	15
<i>Delaware</i>	15
<i>New Jersey</i>	15

Number of Statutory Holidays Each Year

<i>Maryland</i>	12
<i>New Jersey</i>	13
<i>Pennsylvania</i>	11
<i>Delaware</i>	12

Average Age of State Employees

<i>New Jersey</i>	45
<i>Delaware</i>	44
<i>Pennsylvania</i>	46
<i>Maryland</i>	Unknown

Average Years of Service

<i>Delaware</i>	11
<i>Pennsylvania</i>	13
<i>New Jersey</i>	13
<i>Maryland</i>	Unknown

Average Age of New Hires

<i>Delaware</i>	36
<i>Pennsylvania</i>	38
<i>New Jersey</i>	36
<i>Maryland</i>	Unknown

RESOURCES for FURTHER ANALYSIS

OMB provides several tools that can be helpful to state managers and human resources professionals. These tools provide workforce and statistical information and guidance. HRM encourages human resources professionals to access the following tools on a regular basis so their agencies can manage their workforce more efficiently and effectively.

Human Resource Management Website

(<http://www.delawarepersonnel.com>)

The State of Delaware Human Resource Management website was developed and is maintained by HRM and OMB Management Services. Internal and external customers can access the site and there is an abundance of information for State agencies, employees, and job seekers. The HRM section provides information on statewide human resource programs, policies and procedures, as well as relevant human resources information.

Workforce Planning Guide

(<http://www.delawarepersonnel.com/workforce/index.shtml>)

Human Resource Management, Workforce Planning & Performance Management developed the Workforce Planning Guide to help agencies develop their workforce plans. The Guide outlines the importance of strategically anticipating workforce changes through workforce planning and offers basic planning steps and strategies. An effective workforce plan is an essential tool in identifying appropriate workload staffing levels and in justifying budget allocations or staffing reallocations so agencies can meet their strategic objectives.

PHRST

(<https://phrstra.spo.state.de.us>)

Payroll Human Resources Statewide Technology (PHRST) contains and houses data on state agency headcounts, terminations, and turnover rates. Data can be analyzed by a variety of variables, including individual and agency, job class, demographics, pay data, and turnover reason. Additionally, the system provides workforce termination, age, length of service, union membership, and salary data. Agencies can view data on-screen or produce selected reports to analyze workforce trends.

OBJECTIVE, SCOPE and METHODOLOGY

Objective

The objective of this report is to recognize and provide comprehensive statistical information on the State of Delaware workforce.

Scope

Statistical information for this report was provided for full-time classified employees during fiscal year 2006, July 1, 2005 – June 30, 2006. The Statewide Workforce Report does not include data for employees of institutions of public and higher education.

Methodology

Data about retirement projections, turnover assessments, and other analyses included in this report was gathered using PHRST data for fiscal year 2006. Agencies are able to conduct workforce analysis due, in large part, to PHRST, an integrated database which provides information enabling State agencies and HRM to make proactive human resource decisions based on detailed information. Other information presented in this report was obtained from material gathered and/or published by the OMB Office of Pensions, Delaware Department of Labor, U.S. Department of Labor, Bureau of Labor Statistics, and U.S. Census Bureau. HRM Workforce Planning & Performance Management section compiled the report. Totals may not be 100 percent in selected graphs due to rounding. Additionally, records with missing values were excluded from selected graphs and may not match overall statewide headcounts. Differences, however, are minimal.

HRM welcomes your comments or questions regarding this report. Contact us at (302) 739-1990 or by e-mail to Katie.Horvath@state.de.us.

APPENDICES

Appendix A – 2006 State Employees' Pay Table

Pay Grade	80% of Midpoint	100% of Midpoint	120% of Midpoint
1	\$17,176.00	\$20,341.00	\$24,409.00
2	\$17,412.00	\$21,765.00	\$26,118.00
3	\$18,635.00	\$23,294.00	\$27,953.00
4	\$19,935.00	\$24,919.00	\$29,903.00
5	\$21,334.00	\$26,668.00	\$32,002.00
6	\$22,826.00	\$28,533.00	\$34,240.00
7	\$24,422.00	\$30,527.00	\$36,632.00
8	\$26,131.00	\$32,664.00	\$39,197.00
9	\$27,963.00	\$34,954.00	\$41,945.00
10	\$29,920.00	\$37,400.00	\$44,880.00
11	\$32,012.00	\$40,015.00	\$48,018.00
12	\$34,254.00	\$42,818.00	\$51,382.00
13	\$36,653.00	\$45,816.00	\$54,979.00
14	\$39,214.00	\$49,017.00	\$58,820.00
15	\$41,962.00	\$52,452.00	\$62,942.00
16	\$44,902.00	\$56,128.00	\$67,354.00
17	\$48,044.00	\$60,055.00	\$72,066.00
18	\$51,405.00	\$64,256.00	\$77,107.00
19	\$55,004.00	\$68,755.00	\$82,506.00
20	\$58,858.00	\$73,573.00	\$88,288.00
21	\$62,976.00	\$78,720.00	\$94,464.00
22	\$67,384.00	\$84,230.00	\$101,076.00
23	\$72,102.00	\$90,128.00	\$108,154.00
24	\$77,153.00	\$96,441.00	\$115,729.00
25	\$82,550.00	\$103,188.00	\$123,826.00
26	\$88,328.00	\$110,410.00	\$132,492.00

Appendix B – Glossary of Terms

Agency: any board, department, elected office or commission which receives an appropriation in accordance with 29 **Del. C.** Chapter 59.

Classified Service: all positions in the state service, except those which are specifically placed in the unclassified service by Delaware Code, as amended, or other sections of the statutes.

Fiscal Year: the time period from July 1 to June 30.

Length of Service: length of employment by the State of Delaware in Classified position(s) minus breaks in service.

Pay Grade: one of the horizontal pay ranges designated on the pay plan consisting of a series of percentage of midpoint columns identifying specific values.

PHRST: Payroll Human Resource Statewide Technology system implemented in 1997.

Position: a group of duties and responsibilities assigned or delegated by an appointing authority, requiring the services of an employee on a full-time basis or, in some cases, on a less than full-time basis.

State Employee: any person holding a position in the Classified Service.

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